

HR Exchange

NH Division of Personnel Volume 2, Issue 4, November

Bob Ahlgren Retires—42 Years of Service!

Bob Ahlgren, Classification and Compensation Administrator at the Division of Personnel, retired October 16, 2009 after 42 years of dedicated service to the State of New Hampshire. In May 1967 Bob was hired by the Department of Employment Security, as it was known then, as an Employment Counselor Aide assigned to the Youth Opportunity Center located just up the street from the Manchester Employment Security Office. He was hired at labor grade 13 with a starting annual salary of \$5,269.16. The Youth Opportunity Center functioned somewhat like a regular employment office except that it was limited to serving youngsters from ages 16-21 who were neither claimants nor veterans. Most participants had dropped out of school and had no employment.

One of the programs which fell under the YOC was entitled Title V because it fell under Title V of the Social Security Act. It was a temporary program doomed to end if it succeeded, to be replaced by a program called WIN. The program was a joint venture between the Dept. of Employment Security (DES) and the Health and Human Services agency. H&HS would identify individuals on welfare who could benefit from such a program and DES would test the individuals to help determine their capacity for work and their aptitude for certain jobs. The program could also spend a small clothing allowance on participants when it came time to be interviewed by a particular employer. On July 1, 1969 Bob went into the administrative office



[Bob and wife Lorie]

of DES, having been hired as a Programs Technician working to place older workers and individuals with a disability into jobs and making sure that they, if not hired, were not turned down due to age or disability.

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BET Secures UNH Graduate Credit for CPM

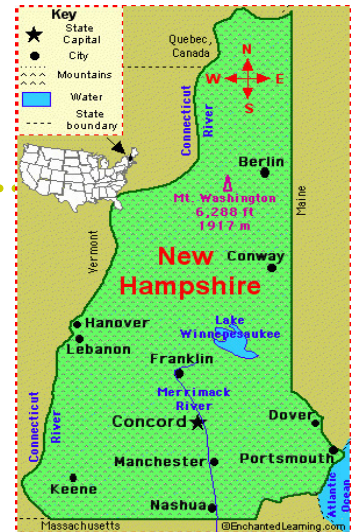
For many years the Certified Public Manager Program offered through the Bureau of Education and Training has had agreements with various colleges and universities for both undergraduate, and in some cases, graduate credit.



BET currently has agreements

for graduate credit with New England College, and Franklin Pierce College. Undergraduate agreements exist with Springfield College and Granite State College.

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Contributors:

Amy Bassett, Candy Burke, Jennifer Elberfeld, Peter Gamache, Karen Hutchins, Sally Jeffrey, Carol Jerry, Elizabeth Labonte, Dennis Martino, Kate McGovern, Lisa Riccio, Sara Willingham.

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Bob Ahlgren Retires continued from page 1

Bob was promoted to work with the National Alliance of Businessmen who, at the request of then President Lyndon Johnson, had asked the business community to make jobs available for our disadvantaged youth. While working on this program Bob was transferred along with the program to a new agency called the Office of Manpower Affairs (OMA). This took place in 1972 and Bob worked for this agency in several different capacities under a program entitled CETA or the Comprehensive Employment and Training Act. The program ended in 1983. Bob was rehired at DES

as a Labor Market Analyst, labor grade 19, two grades lower than he had been at the OMA. "Nevertheless, I felt fortunate that I had a job," said Bob.

Two years later Bob applied to the "Department" of Personnel, as it was known then, for a position as a Test Technician, developing, administering, and scoring tests. Bob was initially turned down for the position, but as luck would have it, while the Personnel Department was making their decision, a second Test Technician position opened up and Bob was selected for the second position. In

1988 Bob applied for a job as a Human Resources Specialist II. He was chosen for the position, and became what we refer to as a Classification Analyst. In 1998 he became the Administrator of the unit, a position which he held until his retirement. Ironically, the day he became Administrator was October 16th and his last day of employment was October 16th, exactly eleven years later.

Add it up! From August 1967 until October 2009, Bob worked for the state for a total of forty two years. ■

Cannon Mountain Ski Area Receives High Scores from Ski Magazine!

It's no surprise to employees at Cannon Mountain that skiers and riders have been rating Cannon high among its peers. In its October 2009 issue, *SKI Magazine* named Cannon Mountain among the Top 20 Resorts in the East. [Nominated by *SKI Magazine* readers!] Cannon Mountain scored an unprecedented six top ten Eastern honors in the survey, five of which were among the top three. This impressive list of honors for Cannon included rankings of:

- # 1 - Value
- # 2 - Scenery
- # 3 - Access
- # 3 - Terrain challenge
- # 4 - Overall satisfaction
- # 6 - Terrain variety

State Employees Ski Half-Price at Cannon—Show Your State ID! ■



College Credit continued from page 1

BET has announced that it has reached an agreement with UNH for six graduate credits in the Masters in Public Administration Program. This program is offered both in Durham and at UNH Manchester.

Graduates of the CPM program who enroll in the MPA program at UNH will have to take two fewer elective classes. This represents a terrific cost savings for these graduates.

Dennis Martino, Bureau Director for BET has been working with officials of UNH to achieve this goal. Martino said, "We think this is just the beginning of some great partnering opportunities with the University. We are extremely happy about this agreement".

The MPA program at UNH is part of the Political Science Department. For information on the program you can follow

this link:

<http://www.unh.edu/political-science/index.cfm?id=4305E8C0-9D71-14BE-CA9566C72B0BF137> ■

Employment Security's New HR Administrator

Lisa Riccio joined New Hampshire Employment Security in July of 2009. She started her career at John Hancock Financial Services in 1989. She has worked for



Hewitt Associates in Houston, Texas and Lowes Companies Inc. as a Human Resources Manager. Lisa holds an MS in Organizational Leadership from Southern New Hampshire University in Manchester, New Hampshire. She has two sons, Finn and Dominick, who currently attend elementary school in Pembroke, NH. Lisa enjoys gardening, boating and swimming with her sons.

Welcome Aboard Lisa!



Happy Holidays to all our fellow employees and their families!

Operation Santa Claus Needs Your Help

The Operation Santa Claus program is entering its 49th year of providing NH youth with gifts during the holidays. The program is a non-profit organization run by members of the State Employees' Association/SEIU Local 1984. The program began in 1960 when Councilors from the State Employees' Association voted to help children during the holidays. In December of that year, fourteen children received gifts delivered by State Troopers. Over the years, the program has grown exponentially and now provides gifts to more than 3,000 NH children over the holidays.

Volunteers are the backbone of the Operation Santa Claus program. State retirees donate amazing amounts of time reviewing case sheets, filling out forms, and mailing them to sponsors. Other volunteers help with fundraising efforts to buy for the children, as well as with wrapping packages, loading, unloading and delivering the packages.

The success of the Operation Santa Claus program relies on the work of many different people throughout the state of NH. Employees at many state agencies sponsor children and families each year. During the month of November the program assigns needy children or families to sponsors. To become a sponsor, or to make a donation to this year's campaign, please contact Terri Wright, Education & Training Coordinator, SEA-NH/SEIU Local 1984 at 271-3411, ext. 108 or by email at twright@seiu1984.org.

This has been a difficult year for many families. You can make a difference! Help make a child's holiday season a little brighter.



Please support Operation Santa Claus!

Division of Parks & Recreation—Bill O'Connor Honored



Bill O'Connor named Silver Medal Winner in "America's Ranger of the Year" Ceremony.

The New Hampshire Department of Resources and Economic Development, Division of Parks and Recreation are proud

to announce that Bill O'Connor, Franconia Notch State Park Manager, has been awarded a Silver Medal in the "America's Ranger of the Year" category. O'Connor was the only ranger recognized in the Northeast.

Winners were nominated and voted on by outdoor enthusiasts through the award program found on the website of Reserve America (www.reserveamerica.com), a camping reservation company. The annual awards are bestowed on the country's top rangers, who have devoted their careers to serving park visitors while preserving the country's public lands for future generations.

"Bill leads by example and is dedicated to making sure that the guests visiting Franconia Notch State Park get the best experience possible," stated Ted Austin, Director of Parks and Recreation. "This award really commends Bill on a job well done and for his lifelong passion for the park system. We were ecstatic that he was recognized with this National Award".

O'Connor has been an employee of the Division for 27 years. He started his career at Cannon Mountain as lift operator and snowmaker. He quickly advanced to manager of the Flume Gorge and then manager of Franconia Notch State Park in 1992. O'Connor and his wife have used their own collection of historical artifacts to create a display within the Flume Gorge Visitor's Center of the history of Franconia Notch State Park.

Franconia Notch State Park is managed by the New Hampshire Division of Parks and Recreation. The Division is comprised of the Parks Bureau, Bureau of Historic Sites, Bureau of Trails, and Cannon Mountain. The Division manages 71 properties, including state parks, beaches, campgrounds, historic sites, trails, waysides, and natural areas. The Division of Parks and Recreation is one of four divisions of the Department of Resources and Economic Development. To learn more, visit www.nhstateparks.org or call 603/271-3556. ■

Congratulations Bill!

Mike Pelchat, Manager, Mount Washington State Park Wins Award

Mike Pelchat [far left in picture to the right] received the Russell B. Tobey Career Service Award from the New Hampshire Recreation and Parks Association in April. This award is given to pay tribute to career employees who have a sustained record of performance which clearly exemplifies the ideals of dedication, service, and professional spirit as was characterized by NH's first Director of State Parks. ■



Jim Donahue, Lifeguard Chief, Hampton Beach State Park—A Profile

Jim began lifeguarding at Hampton Beach in the summer of 1960 at age 16. In the summer of 1967 Jim was appointed Head Lifeguard. He was 23 years old. In 1975 Jim became Chief of Lifeguards and since that time has made countless (300-500+) rescues as a guard while over the same period of time reuniting thousands of lost children with their parents on the beach. Jim was instrumental in developing a warning flag and information system about Rip Currents that was implemented in the summer of 2005. ■

Jim Donahue



We wish to extend our congratulations to all the award winners from Parks and Recreation. Thank you for the wonderful work you do for the citizens of, and visitors to, the State of New Hampshire.

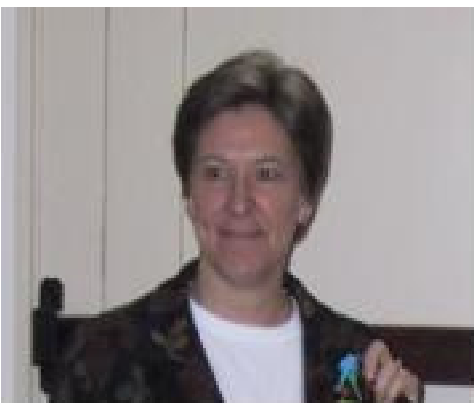
Safety's New HR Administrator

Liz LaBonte began as the HR Director for the Department of Safety in September of 2008. She is a 20 year veteran of human resources, coming to us from Odyssey House in the Seacoast, where she was HR Director. Liz earned her MS in Labor & Industrial Relations in '89 and, BA in Psychology in '87 from the University of Rhode Island. Liz brings with her experience in non-profit mental health, high tech manufacturing, the service industry, and state government (RI) and has a lot of ideas that she is looking forward to working on with her new colleagues.

When not functioning in HR at Safety, Liz enjoys watching her three teenagers play varsity sports (football, soccer, and basketball) along with her husband and two golden retrievers, who get to attend occasionally. Liz states that her goal is to make a difference and to work to respectfully listen and think outside of the box while working to find the good news or the silver lining. Regardless of the daily plan, she says her day is shaped by her leadership and the employees of Safety and working to ensure that "we handle anything that may interfere with their quality of work life in the most positive manner we can". ■



Administrative Services New HR Administrator



Carol Jerry, formerly employed at River-

side Community Care in Dedham, MA, recently joined Administrative Services as the Department's first Human Resources Administrator. In addition to employee relations and training, Carol's 30 years of Human Resource Management experience in health care and human services includes recruitment, compensation, benefits and Human Resource Information System management.

She holds a Bachelor's degree from Plymouth State University and a Human Resource Management Certificate from

Bentley College. She and her husband, Andy, have a son, Curtis, who earned his Bachelor's degree and is currently pursuing his Master's in Mechanical Engineering from Worcester Polytechnic Institute.

In her spare time, Carol enjoys hiking, cross-country skiing, snow-shoeing and quilting. She is also a volunteer with the New Hampshire Department of Corrections where she is a facilitator for the International Alternatives to Violence Project. ■

Budget Cuts Test State Personnel Policies by Christine Vestal, Stateline.org Staff Writer

[Stateline is a daily online publication of the Pew Center on the States featuring news about politics and social policy, focusing on state government.]

Forced to dramatically cut payrolls, some states are finding low-cost ways to boost employee morale, even as they struggle to maintain basic human resource functions such as training, recruiting, hiring and regular performance reviews.

Utah moved to a four-day work week, getting rave reviews from workers and savings on utility bills; Maryland added an extra day to two holiday weekends and got a similar efficiency lift. Virginia expanded its telecommuting program, rewarding beleaguered employees and easing congestion on the state's highways.

Innovative cost-cutting measures such as these appeal to just about everyone. But pouring time and scarce resources into broad workforce development programs is not as easy to justify.



In 2009, more than 800,000 state employees were affected by budget cuts – mostly through unpaid days off, or furloughs. Hundreds of workers were laid off and thousands of positions were left unfilled, putting additional stress on those left behind. For the fiscal year that began July 1, states already have announced payroll

cuts affecting at least a million workers and the numbers are expected to spiral even higher.

Despite these pressures, the Pew Center on the States is urging state policymakers to **find creative ways to ramp up proven personnel practices** so that shrinking state workforces have the support they need to continue to deliver quality government services. In a new set of recommendations, "[People Forward: Human Capital Trends and Innovations](#)," Pew's Government Performance Project analyzed data from a 2008, 50-state survey (Grading the States 2008) to highlight successful human resource practices the group says will help states strategically manage their workforces during this recession. (Like the Performance Project, *Stateline.org* is part of the Pew Center on the States.)

The new report's advice: State human resource professionals – even as they manage the biggest employee downsizing in a generation – should continue to aggressively recruit new talent, stem voluntary departures and develop and hire people with the skills needed to achieve the state's future goals.

If that challenge is not enough, personnel agencies can expect to accomplish all this with much smaller staffs. According to National Association of State Budget Officers director Scott Pattison, the lion's share of upcoming payroll cuts will be in back-office agencies such as accounting and personnel.

In 2008, states such as Utah and Virginia were ahead of the curve, receiving high marks from Pew for their ability to retain employees, conduct meaningful performance reviews, train and develop their employees and plan for future staffing needs. Others, such as Indiana and Maryland, were on the cusp of developing new state-wide staffing plans and management

training programs.

Now, as states enter a second year of budget deficits, personnel officers are testing these programs. "Absolutely no one in the personnel department had any experience with this kind of thing, because nothing like this had happened in more than 15 years," said Maryland's deputy personnel director Catherine Hackman. Even so, Hackman says she and others were amazed at the favorable reaction to the furloughs. A hotline established to take comments on the cuts showed few negative reactions, she said. "Most workers were thankful they had a job and citizens generally approved."

Today, she says, her staff is busy preparing for the next round of cuts – taking online courses in such topics as performance evaluation, leave management, union negotiation and employee incentives. Under plans just announced by Democratic Gov. Martin O'Malley, state employees will be forced to take as many as 10 days of unpaid leave over the year ahead, and more than 200 will be laid off.

Virginia, which excelled at workforce planning, employee retention, training and development and employee performance reviews before the recession, is facing a 15 percent cut on top of a previous 22 percent cut in its human resources budget. "We're up against a wall," said personnel director Sara Wilson. "There's not going to be a lot of low-hanging fruit. We've already been down that road."

There's no question government services will suffer, Wilson said, but her office is looking for savings that will allow them to continue most of their workforce development programs. For example, she saved millions on an employee wellness program by bringing it in-house and assigning it to a group of employees who work from their homes.

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Budget Cuts Test State Personnel Policies continued from page 6

Wilson, whose agency provides all state training programs, also cut costs by providing most courses online and partnering with state colleges and universities to maintain high-level management and leadership classes. An employee suggestion line was moved to the governor's office and combined with constituent services to free up one of her staffers.

As for strategic workforce planning, Wilson says the time-consuming process is well worth the effort. "It started out as a new idea, but now it's top of mind for every manager in the commonwealth. I'm glad we've had some emphasis on this in the past, because managers have that experience as we go through this process."

In the face of unrelenting gloom, Indiana personnel director Daniel Hacker says the recession offers a few bright spots. The state's poor private-sector job market — worse than the national average — has lowered voluntary turnover and made state government the employer of choice. Financial worries have also stanching a retirement boom that had threatened to drain the state of much of its institutional knowledge. Looking forward, Indiana plans to maintain its rigorous performance reviews, despite a statewide salary freeze. "People really want

acknowledgment for outstanding performance," Hacker said. "If there's bonus pay attached, that's even better."

Indiana's salary freeze provides an added incentive for employees to strive for promotions and exemplary service, because that's the only way they'll see a pay increase, Hacker added.



In Utah, the state grabbed national headlines for its switch to a four-day

work week, but less noticed was the absence of statewide furloughs and layoffs. Despite a nearly 4 percent staffing cut, the state managed to avoid disruptive across-the-board payroll reductions by allowing agencies to come up with their own downsizing plans tailored to their needs and funding sources. For example, people in agencies funded by the federal government were spared, in favor of cuts that helped plug the state deficit. "Rather than using a sledgehammer, we took a surgical approach," said Utah personnel director Jeff Herring.

Still, as states' financial woes worsen, personnel cuts will get deeper and experts say most states will not likely return to pre-recession workforce levels in the foreseeable future. As a result, some are concerned that productivity-enhancing human resource practices will fall by the wayside and government services will suffer.

According to Pattison, states may cut their overall payrolls by about 7 percent this fiscal year, but schools, corrections and health care will be largely spared. To make up the difference, administrative agencies could see cuts of 20 percent or more, he said. "Frankly it comes down to what's more politically justifiable."

With more looming budget pressures ahead, Pew's Government Performance Project director Neal Johnson, said, "We hope that by highlighting human resource practices that have held states in good stead over the years, the new analysis will give personnel officers the ammunition they need to convince governors, legislators and the public that despite the financial crisis, workforce development is more important now than ever". ■

Facts About The Young Professional Population In New England States

**New England Public Policy Center,
Discussion paper 09-1, July 2009
By Heather Brome, Senior Analyst**

Each of the New England states is wrestling with how to retain a skilled workforce and sustain economic competitiveness while facing an aging population. In particular, each state fears that it is losing young, educated workers to other states and regions.

"Is New England Experiencing a 'Brain Drain'? Facts about Demographic Change and Young Professionals"—another discussion paper from the New England Public Policy Center—showed that the region has a strong base of young professionals. However, a smaller birth cohort and domestic out-migration are counterbalancing rising educational attainment and international immigration leading to slower growth in the population of young professionals. [Continued on page 8](#)



Young Professional Population continued from page 7

Each New England state must consider its own pool of young, educated workers, given these regional trends. This report therefore looks at the supply of young professionals in each state in the region, to better understand trends in that population amid concerns about the future of the skilled labor force.

This analysis reveals that while there are some differences between the New England states, all are facing slow growth or no growth in its population of young professionals. To better understand this trend, I examine the size of the age cohort, educational attainment, and migration patterns in each state in the region.

Data sources

The U.S. Census Bureau provides extensive data on the age structure and educational attainment of the U.S. population every 10 years. I rely on the 1980, 1990, and 2000 censuses to examine changes in the stock of young professionals over time. For more recent trends, I rely on data from the 2007 American Community Survey (ACS), developed by the Census Bureau to track population trends between the decennial censuses. In analyzing these data, I define young professionals as 25–39-year-olds with at least a bachelor's degree who are not currently enrolled in school.

Do New England states have fewer young professionals today than in 1990?

In Massachusetts, growth of the population of young professionals has slowed, while in Connecticut that population is smaller than at its peak in 2000. However, young professionals are a large share of both young adults and the total population in both states.

In Massachusetts, for example, 8 percent of the total population is young professionals, while 40 percent of young adults meet that definition. Those are by far the highest concentrations of young profes-

sionals in the region. Indeed, Massachusetts has a higher concentration of young professionals as a share of both young adults and the total population than all other U.S. states.

Rhode Island, New Hampshire, Vermont, and Maine all have slow growth or no growth in their populations of young professionals. Still, in every New England state except Maine, the concentration of young professionals as both a share of total population and a share of young adults exceeds the national average.

The modest declines in some New England states and modest growth in others mean that the total number of young professionals in New England has not changed much in recent years. In nearly every other region around the country, in contrast, the population of young professionals is growing.

Which demographic trends have affected the size of the young professional population in New England states? To answer this question, I examine three demographic forces that affect the population of young professionals in the region: the size of the age cohort, its educational attainment, and its migration, both domestic and international.

Changes in the size of the age cohort

One factor driving the supply of young professionals in the region is the total population of young people. In a given state, if the number of young people is growing, then the number of young professionals is likely growing as well.

Between 1980 and 1990, the number of 25–39-year-olds in the United States grew by 24 percent, as the bulk of the Baby Boom generation aged into this cohort. However, as the last of the Baby Boom generation has aged into its 40s, the cohort of young adults has shrunk. Since 1990, the United States has recorded a

drop of 2 million—or about 3 percent—in the population of young adults.

The decline in the young adult cohort has been more acute in New England than in other parts of the United States. New England as a whole had 21 percent fewer young adults in 2007 than in 1990. In fact, all the states in the region rank in the top 10 nationwide for contraction of the population of adults aged 25–39 from 1990 to 2007. Of the New England states, Maine saw the largest drop in its population of young people: the state now has 26 percent fewer young adults than just 17 years ago.

The contraction in the number of young people is also affecting some states that compete with New England to attract skilled workers and businesses. Even California has fewer young people today compared with the prior cohort. However, the population of young adults has grown in North Carolina, Texas, and Washington—states often identified as competitors with New England.



Changes in educational attainment

Rising educational attainment has helped offset the impact of declining numbers of young people in the United States. And New Englanders are among the most highly educated young people in the nation, as their educational attainment has increased over time.

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Young Professional Population continued from page 8

Massachusetts has the highest college attainment rate among its young people in the nation: 44 percent of its 25–39-year-olds hold at least a bachelor's degree. And Connecticut has the country's third-highest educational attainment among this cohort. Rhode Island, New Hampshire, and Vermont, too, all exceed the national average in educational attainment. Only Maine lags the region and the national average in college attainment among its young people.

The region started the 1990s with a greater share of young adults with at least a bachelor's degree. And the region has since outpaced the nation in expanding this share, as young people in all New England states have made rapid gains in educational attainment. The percentage of the region's young people with at least a bachelor's degree rose by 9 percentage points from 1990 to 2007, compared with only 6 percentage points for the United States as a whole. Massachusetts, with the highest share of young people with a bachelor's degree in the nation, also saw the region's largest increase in this share over the past 17 years.

The bottom line is that very few states have the concentration of human capital that New England has, which bodes well for the productivity of its labor force.

Changes in migration

Young, educated adults are more likely to move, and to move longer distances, than their peers with lower levels of education, and are also more likely to move than older adults. New England has experienced both net domestic out-migration among young professionals and international immigration in recent years. Although the sample sizes in the ACS are not large enough to construct migration rates over the near term at the state level, we can look at the birthplace of New England's young professional population to understand their lifetime migration to and

from states in the region.

More than half of the region's young professionals were born in New England. This share stayed mostly constant from 1990 to 2007. However, the share of young professionals born abroad has grown, while the share of young professionals born in another region of the country has shrunk.

Today Massachusetts and Connecticut have about the same share of young professionals born in New England as they did in 1990. However, the share of their young professionals born abroad has more than doubled. In all, more than one in five young professionals in these two states was born outside the 50 U.S. states.

Meanwhile the share of their young professionals born in other parts of the country has declined. Indeed, all New England states have gained young professionals born abroad, with the most rapid gains since 1990 occurring in Rhode Island.

Among New England states, young professionals in Maine are most likely to

have been born in New England, while those in Vermont are most likely to have been born elsewhere in the United States. Both Vermont and Maine have smaller shares of young professionals who were born outside the country than other states in the region.

Conclusion

While each New England state faces its own challenges around population growth, migration, and economic competitiveness, this analysis suggests that the states are all facing little or no growth in their young professional population. Massachusetts and Connecticut historically have enjoyed a large concentration of young professionals. Moreover, in both states, the percentage of young adults holding at least a bachelor's degree continues to exceed that of most other states around the country, and of the nation as a whole. Thus, these states enjoy a particularly skilled young workforce.

*Happy
Thanksgiving!*



“Learn to Talk Like a Performance Coach”

The following article is part of **Bruce Tulgan's Free Newsletter, July 30, 2009 issue, 197th edition [text version]**.

Sometimes when I tell managers, "You need to talk like a performance coach," they'll say to me, "Look, I'm not going to walk around my workplace saying 'rah, rah, rah..'" Here's the good news: You do not need to say, 'rah, rah' in order to talk like a performance coach.

Back in the '90s, we did a bunch of research to figure out: How do the most effective managers really talk to their people? At first we were very frustrated because we found that every single manager has his or her own style. What we did was we looked for managers who had high productivity, high quality, high turn-over among low performers and low turn-over among high performers. And these managers were also described by their direct-reports as 'one of the best managers I ever had.' We wanted to figure out: What do these managers have in common? And every one of them had her own style. But we learned that they had two things in common.

The first thing they had in common was this: They had lots of one-on-one discussions with their direct-reports about the individual performance of that employee. One manager said to me, "What makes me the performance coach is simply this: I'm the one who talks to you about your performance every day. That's what makes me the performance coach." That's the first thing that these managers had in

common.

The second thing is this: They all have their own style, but they all used a certain kind of language. That was descriptive language as opposed to naming language. They didn't say, "You're too slow" they



said, "You missed the following deadline."

Think of it this way: Imagine if you were running down the field and a coach was running behind you saying, "You're too slow, you're too slow!" And you might look over your shoulder and say, "I know I'm slow, gosh I'm trying to run faster." And the coach might say, "Run faster, run faster." And you say, "Gosh, I'm trying." That's not helpful. That's just irritating.

What a coach does, if he or she is effective, is this: The coach runs behind you and says, "Your arms are flailing, pull

your elbows in. Your head is rocking from side to side, tuck your chin. Get your eyes up. Pick your knees up. Your feet are scuffling. Pick your knees up with every step." See: That's descriptive language and that's helpful. You say, "Oh that's how to run faster. Now that helps me."

You do not need to say, 'rah, rah' to talk like a performance coach. All you need to do is have lots of one-on-one conversations with your direct-reports about their individual performance. And then you need to describe, describe, describe the performance you're seeing and describe, describe, describe the performance you want to see next. If you don't like the idea of a performance coach, think about talking like a teacher. Describe, describe, describe, break things down and spell things out every step of the way.

Management Best Practice Tip

Regarding every single person you manage, regularly ask and answer for yourself: "How do I need to talk to this person?"

- Think about what motivates this person.
- Figure out what tone and style work best.
- Most employees respond best to verbal communication supported by visual aids in writing.
- Choose the right communication tools and techniques for each person.

I-9 Employee Verification Form Update With Quiz!

On Thursday, August 27, 2009 the US Citizenship and Immigration Services announced that the I-9 Form has been approved through August 31, 2012. The updated form contains a new revision date of August 7, 2009. **Employers may use either the Form I-9 with the revision date**

of August 7, 2009 OR February 2, 2009. However, we encourage your staff to use the latest version of the I-9 Form (revised 08/07/09) as soon as any pre-printed versions have been utilized. Please check your forms and make sure the correct version(s) of the form are being used.

To obtain the latest version of the I-9 Form, please visit the US Citizenship and Immigration Services website located at: www.uscis.gov/files/form/i-9.pdf.

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I-9 Employee Verification Quiz *continued from page 10*

How well do you know the I-9 Employee Verification Form?

Quiz:

1. The employer can fill in the blank sections in Section # 1 of the I-9 Form.

True or False?

2. Section # 1 of the form must be completed by the employee no later than the end of the _____ day of employment?

- A. 5th day
- B. 1st day
- C. 3rd day

3. Section # 2 - The Employer Review and Verification Section has to be completed by an authorized representative by the end of the 5th day of employment.

True or False?

4. Please fill in the blank: A Driver's License is an example of a List _____ item as noted on the List of Acceptable Documents.

5. When completing Section # 2 of the form employers MUST include the document title, the _____, the document number, the expiration date (if applicable), and the _____.

6. It is not important to attach a copy of the back up documentation used in Section # 2 of the form before submitting it to the Division of Personnel.

True or False?

7. What revision date(s) of the I-9 Form are currently acceptable to use?

- A. Revision date of 02/02/09 with an expiration date of 06/30/09
- B. Revision date of 08/07/09 with an expiration date of 08/31/12
- C. Both A and B

8. The List of Acceptable Documents must be photocopied onto the back side of the I-9 Form in order for it to be a valid form.

True or False?

9. If an employee submits a driver's license from another state and the person certifying the employment eligibility does not know the correct name of the issuing agency they should take which of the following steps:

- A. Review the front and back side of the license to try to identify the issuing agency's correct name.
- B. Just assume that it has to be the same place as New Hampshire and write the Div. of Motor Vehicles.
- C. Log onto the internet and use a search engine such as Google to locate the correct name of the issuing agency.
- D. Both A and C are possible answers

10. If an employee provides an item from List A and C of the List of Acceptable Documents, the employer should record both items in Section # 2 of the I-9 Form because they both relate to the employee's eligibility for employment.

True or False?

Answers found on page 13.

Health Corner—Cholesterol Quiz

The following quiz was taken from the American Heart Association on June 8, 2009 at the following website: www.americanheart.org/presenter.

How much do you know about cholesterol? Find out. Take this quiz! Answers can be found on page 12 of this newsletter.

1. Most of your blood cholesterol is produced by: A-Your liver; B-Your pancreas; C-Food consumption; D-Your kidneys.

2. Only adults need to have their cholesterol checked. Children can't have high cholesterol. True or False?

3. All I really need to know is my total cholesterol number. True or False?



4. You know you have high cholesterol when: A-You have a lot of headaches; B-You start to gain weight; C-Your blood pressure is high; D-You have it checked by a doctor.

5. If I have high cholesterol, the only thing I can do about it is take medication. True or False?

6. High cholesterol levels put me at risk for: A-Obesity; B-High blood pressure; C-Atherosclerosis; D-Diabetes.

7. Which of the following is a major risk factor for heart disease and stroke? A-High blood pressure; B-Smoking; C-

Family history of heart disease; D-All of the above.

8. Which of the following foods may hold a "hidden" source of cholesterol-raising fat?: A-T-bone steak; B-Eggs; C-Bran muffin; D-Broiled salmon.

9. Postmenopausal women should be on hormone therapy to lower their cholesterol and decrease risk for heart disease. True or False?

10. I know my HDL and LDL cholesterol numbers and my triglyceride level, and I know what I need to do to keep them in the low-risk range. True or False?

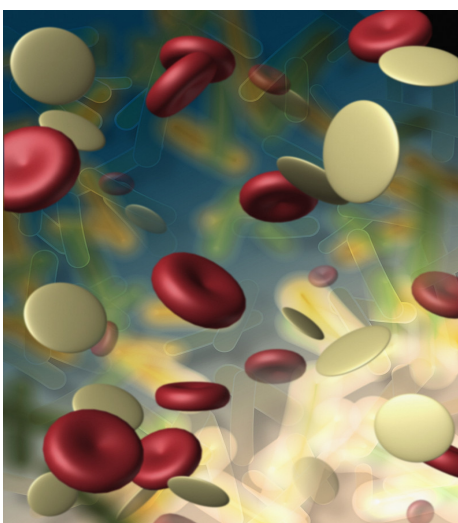
Answers found on page 12

Cholesterol Quiz Answers continued from page 11

1. **A-Your liver.** Your liver produces about 1,000 mg of cholesterol a day – all the cholesterol your body needs. Another 200 to 500 mg can come from the food you eat.

2. **False.** Compelling evidence shows that the atherosclerotic process [buildup of fatty plaque in arteries] starts in childhood and progresses slowly into adulthood. Children from high-risk families [parents with high cholesterol, or parents or grandparents with heart disease at 55 years or younger] should have their cholesterol levels tested.

3. **False.** Your blood cholesterol is primarily made up of two kinds of cholesterol. LDL [low-density lipoprotein] is the “bad” cholesterol because when too much of it circulates in the blood, it can slowly build up in the walls of the arteries that feed the heart and brain. HDL [high-density lipoprotein] is the “good” cholesterol because it helps remove “bad” cholesterol from arteries and prevent blockage. Triglycerides often have high total cholesterol, high LDL cholesterol and low HDL cholesterol level.



4. **D-You have it checked by a doctor.** High cholesterol has no symptoms, so the only way to know your cholesterol levels is by having them checked.

5. **False.** First and foremost you should

check your lifestyle habits. Are you a smoker? Do you eat too much saturated fat, *trans* fat or cholesterol? Are you physically inactive? All of these modifiable factors can affect your cholesterol levels. Before starting you on medication, your physician will probably address your diet and exercise and smoking habits. Then, if heart-healthy eating, at least 30 minutes of moderately vigorous physical activity on five or more days of the week and quitting smoking don't lower your cholesterol, your doctor may prescribe medication. Even if you're taking medication, it's important to maintain a heart-healthy lifestyle.

6. **C-Atherosclerosis.** High cholesterol levels put you at risk for atherosclerosis [fatty buildups of plaque in artery walls]. These deposits can contribute to blocking the blood flow to part of the heart muscle and cause a heart attack. A high LDL level [more than 160 mg/dL or 130 mg/dL or above if you have two or more risk factors for cardiovascular disease] indicates an increased risk of heart disease. Atherosclerosis in arteries in or leading to the brain can result in stroke.

7. **D-All of the Above.** You can also include diabetes and increasing age. Women tend to have lower total cholesterol levels than men before the age of menopause, but after menopause, women's LDL levels tend to rise. Risk factors for heart disease and stroke amplify on another rather than just adding up. The more risk factors you have, the higher your risk for heart disease and stroke.

8. **C-Bran Muffins.** Bran muffins and all baked goods may hold a “hidden” source of a cholesterol-raising fat. The nutrition label may list the cholesterol content as none or low, but look for hydrogenated fats and oils in the ingredients list. These are known as *trans* fats. Along with saturated fats, they're the main dietary causes of high blood cholesterol. The amount of *trans* fat in food is listed on the Nutrition Facts panel. Learning to read and interpret food labels

is important in limiting your intake of saturated fats.



9. **False.** Neither the American Heart Association nor the federal government's National Cholesterol Education Program recommends postmenopausal hormone therapy [PHT, formerly called hormone replacement therapy or HRT] as an alternative to cholesterol-lowering drugs for women at risk for elevated cholesterol levels. PHT is not for every woman. To reduce the risk of a first heart attack or stroke, the American Heart Association recommends reducing risk factors such as high cholesterol and blood pressure with lifestyle changes and, if needed, taking medications. To read the latest research and recommendations on PHT [HRT] from the American Heart Association, type “hormone therapy” into the search box at www.americanheart.org

10. If you answered True, you're probably already choosing a heart-healthy diet, getting at least 30 minutes of moderately vigorous physical activity on five or more days of the week and staying away from tobacco products. If you answered False, you need to have your cholesterol checked by your healthcare provider, learn all of your numbers and change your lifestyle if the numbers are borderline-high or higher. If lifestyle changes alone don't lower your cholesterol level, talk to your healthcare provider about medication. And if you're on medication now, remember that you still need to live a heart-healthy lifestyle and take your medication exactly as your doctor has prescribed. ■

I-9 Employee Verification Quiz Answers *continued from page 11*

ANSWERS

1. **False** – Section 1 of the form **MUST** be completed by either the employee or a designated preparer or translator. If a preparer/translator is used the certification box in Section I must also be completed by that individual. However, the employer is responsible to audit this Section to make sure all required blocks have been completed. If something is left blank, it is the employer's responsibility to hand the form back to the employee and request that they accurately complete this Section.

2. **Answer B.** 1st day. Section # 1 can be completed prior to the first day of employment but no later than the end of the day on the employee's first day of employment. If the employee is unable to complete the form by the end of the 1st day of employment the employee **CAN-NOT** be allowed to work again until the form has been completed.

3. **False.** Section # 2 **MUST** be completed by the end of the 3rd day of employment.

4. A driver's license is an example of a **List B** item. When using a List B item to

verifying employment eligibility the employer must also view and document a List C item in Section # 2.



5. When completing Section # 2 of the form employers **MUST** include the document title, the **issuing agency**, the docu-

ment number, the document's expiration date (if applicable) and **the date employment begins**.

6. **False.** For auditing purposes it is important to attach copies of all back-up documentation.

7. **Answer C.** Both A and B. On Thursday, August 27, 2009 the USCIS announced that the I-9 Form has been approved through August 31, 2012. The updated form contains a new revision date of August 7, 2009. **Employers may use either the Form I-9 with the revision date of August 7, 2009 OR February 2, 2009.**

8. **True.** In the I-9 Form instructions it says "a blank Form I-9 may be reproduced, provided both sides are copied. The instructions must be available to all employees completing this form".

9. **Answer D.** Both A and C are possible answers.

10. **False.** Employees may present any List A document or a combination of a List B and List C document. ■

Young Adult Workers, Employees at Midlife, and Older Employees A must read for Administrators!!!!

This article is a follow-up to our May 2009 Newsletter article titled "Workplace Flexibility-2010". The information is presented as part of the States as Employers-of-Choice project, a collaborative effort of the Twiga foundation, Inc. and the Sloan Center on Aging & Work. The material in this article was taken directly from the Research Highlight, Employers of Choice, March 2009 report prepared by

Tay McNamara, Michelle Wong, Melissa Brown, and Marcie Pitt-Catsoupes. Questions about the report can be directed to either Tay McNamara at Boston College [mcnamatd@bc.edu] or Bob Davis at The Twiga Foundation, Inc. [davisms@msn.com]. The report is based upon survey results from more than 220 state agencies representing 27 states.

This article is a condensed version of the report.

In today's economy, it has become increasingly important for employers to focus on talent management strategies that will both engage employees and promote their productivity.

Continued on page 14

Young Adult Workers, Employees at Midlife, and Older Workers [continued from page 13](#)

State agencies are grappling with options for aligning their policies and programs to meet the needs of the contemporary multi-generational workforce so that quality services are maintained and state workers of all ages have quality employment experiences. Understanding how state agencies and the private sector are reacting to the aging workforce is especially important in today's economic climate for several reasons.

First, labor economists anticipate that workers aged 55 and older will make up an increasing percentage of the workforce. There are indications that the public sector workforce is aging even more rapidly than that of the private sector. In 2008, 47% of the workforce was 45 years or older, compared to only 37% of the private sector. Hence, the public sector provides a window into the demographic future for the private sector. Although many workers have plans to work past the typical retirement age, state agencies cannot assume that their employees will postpone retirement, particularly when considering the structure of retirement benefits for many state workers. The same holds true for private sector agencies, particularly those in industries with high turnover.

Second, due to monetary constraints, the public sector has often been unable to offer high wages and salaries to employees. The current economic climate has exacerbated this situation for state agencies, but their existing human resource practices provide insights into what employers can do to be employers-of-choice in times of financial constraint.

Third, the private sector and the public sector compete for talent, and a better understanding of what each has to offer for employees should allow both to rethink their recruitment, engagement, and retention policies. As the oldest of the

Baby Boomers move toward the ages of 62 to 65 [the traditional years for retirement], organizations that want to be employers-of-choice for employees of all ages will want to consider whether their existing policies and programs are effective. The time to get ready for this important demographic shift is now.



Considering HR Challenges

The challenges associated with paying competitive salaries and benefits were noted by a majority of the survey respondents. Given the current economic downturn, the situation is likely to continue in the public sector and ramp up in the private sector. Problems with recruitment and unwanted turnover have far-reaching repercussions for the workplace. When an employee leaves a position unexpectedly, it can cause a disruption in the workflow. Additionally, the direct and indirect costs of replacing employees include additional training and human resource costs for which many organiza-

tions are ill prepared. There was a wide range in the estimates that the agencies participating in the study provided for the costs associated with replacing employees, from a low of \$4,000 to a high of \$150,000; the average cost of replacing an employee across the sample was \$26,913.

Considerations for Agencies:

- A majority of the respondents indicated that they find it difficult to offer competitive pay and benefits. State agencies might want to consider other low-cost/no-cost benefits that they might offer, such as flexible work options that can help them to remain employers-of-choice. Private sector companies may want to consider low-cost benefits as well, in light of the economic climate.
- Given the shifts in the age demographics of the workforce, HR managers at state agencies might want to give special consideration to HR challenges that may be associated with young adult employees, employees at midlife, and older employees. For example, over half of the respondents noted that knowledge transfer is challenging. Managers might want to pay particular attention to critical jobs/functions being assumed by workers who might leave the agency in the next 5 years [for example, with an anticipated retirement] so that they can address any potential knowledge transfer problems in advance.
- It can be helpful to explore whether the continued labor force participation of older workers [and the postponement of full-time retirement or re-entry of older adults into the labor force] might help the agency to address some of its HR challenges. If older workers represent an "under tapped" source of labor in the United States, special recruitment efforts could be focused on this population.

[Continued on page 15](#)

Young Adult Workers, Employees at Midlife, and Older Workers continued from page 14

Analyzing Workforce Demographics

Considerations for Agencies: The assessment of workforce age demographics can go much deeper than descriptive statistics about the distribution of age groups in the agency overall.

- Effective planning requires that state agencies have “easy” access to the workforce data they need to make decisions. Oftentimes, it is necessary for this information to be organized by departments if managers want to anticipate how the aging of the workforce could affect workforce planning.
- Retirement patterns can vary significantly from agency to agency. HR managers may find it helpful to compare the average retirement ages for employees in critical positions with the general age demographics to identify “pockets” of the agency that might be at risk for losing the expertise needed for critical functions due to anticipated retirement.
- A comprehensive analysis of workforce demographics can help HR managers to develop an index of workforce “vulnerability/resilience” with regard to the aging of the workforce.

Matching Competency Needs with Workforce Skills and Experience

Considerations for Agencies:

- Agency managers could explore whether competency shortages are clustered in specific teams or departments and whether those units appear to have a disproportionate percentage of younger workers, workers at midlife, or older workers. If so, the HR managers might want to work with the teams to create plans for the development of those competencies [or for hiring people who already have those skills].
- Given the natural connection between training opportunities and the development of competencies, agency leaders should consider whether employees of all ages are encouraged and expected to participate in training and learning oppor-

tunities. The emphasis on continuous learning should be relevant to the entire multi-generational workforce.

Awareness

Considerations for Agencies:

- Some workplaces promote understanding about differences that may exist among young employees, employees at midlife, and older employees by offering training about the multi-generational workforce. Supervisors who develop competencies for managing the 21st century multi-generational workforce may be able to improve retention rates of their employees. Over half [55.0%] of agencies reported that this type of training is provided to managers and supervisors.
- Work teams can also benefit from training that debunks oversimplified notions about generational differences that unintentionally reinforce negative stereotypes about young employees, employees at midlife, and older employees.
- State agencies can periodically audit the prevailing workplace culture to detect age-related stereotypes. For example, it can be useful to look at agency websites and examine pictures and narrative content to see how employees are portrayed.

Recruitment

In general, state agencies will find it easier to attract job candidates of all ages if they provide competitive benefits. One of the most commonly cited reasons older workers remain in or rejoin the workforce is access to additional income and/or benefits plans. The agencies that participated in this study offer a range of benefits to “all” of their employees.

Considerations:

- Employers find that it is useful to periodically assess whether their benefits package responds to the preferences of employees. It could be useful to use focus groups or surveys to gather information from employees in different age groups about their satisfaction with exist-

ing benefits.

- An analysis of benefit utilization rates might provide some clues about the extent to which existing benefits are more or less aligned with the needs of younger employees, employees at midlife, or older employees. Benefits are an area in which state agencies excel compared to the private sector. This can be used as a competitive advantage in attracting and managing talent.

Engagement

Employee engagement is important to agencies, in part because engagement is related to performance and productivity. Employee engagement can be enhanced by providing employees resources, such as training and career development opportunities, or by offering flexible work options.

Training and Career Development

Offering formal and informal supports for career development communicates to employees that the agency recognizes employees’ growth potential. Approximately the same percentage of agencies that participated in the study indicated that opportunities for on-the-job training and career counseling are available to early-, mid-, and late-career employees.



However, agencies were less likely to say that they offer mentoring to employees at mid-, or late-career stages compared to the early-career stage. The rates of career development opportunities in the private

Young Adult Workers, Employees at Midlife, and Older Workers continued from page 15

Considerations for Agencies:

- Understandably, employers often focus their career development supports on early-career employees. However, because older workers are less likely to leave their agency than younger workers, managers may also want to develop opportunities for employees at all career stages, including late-career employees.

- Supervisors might want to explore whether different types of learning opportunities are more interesting to or more effective with employees in different age/generational groups.

Traditionally, mentoring has been conceptualized as a “one-way” process where a more senior person provides insight and opportunities to a less senior person. Managers might want to experiment with different forms of mentoring. For example, the mentoring process might be a two-way experience, where the less-senior employee also brings competencies and opportunities to share with the more senior person. In addition, mentoring could be very useful for an experienced employee who has recently changed job responsibilities or career paths.

Workplace Flexibility

Enhancing the fit between employees’



priorities and the characteristics of their jobs [or, conversely, reducing the mismatch between employees’ preferences and the realities of their jobs] is another

strategy for increasing employee engagement. Options for flexible work arrangements make it possible for supervisors and employees to tailor the way that work gets done so that the agency achieves its goals and the employee is able to fulfill both work and personal responsibilities.

Considerations for Agencies:

- Workers at all career stages, including older workers, tend to indicate that they want to have access to flexible work options. In fact, older workers who say that they want to extend the number of years that they remain in the labor force also state that the typical 8-hour day/5-day workweek is not the employment structure they want. Agencies that fail to communicate that flexible work options can result in positive outcomes for both the agency and the employees who use them may inadvertently miss opportunities to make the most of flexible work options that can support employee engagement.

- Agencies can provide formal and informal training to supervisors so that they understand the rationale for promoting the use of existing flexible work options. Previous studies have found relationships between employees’ use of flexible work options and the level of engagement [see, for example, Pitt-Catsouphes & Matz-Costa, 2008]. Managers could gather data that would make it possible to examine the relationships between employees’ use of flexible work options and positive outcomes such as levels of engagement and job commitment.

Retention

Considerations for Agencies:

- Agencies may have concerns about unwanted turnover among their younger workers, workers at midlife, and/or older workers. HR managers might find that the deleterious consequences of unwanted turnover become more visible if they can

gather evidence about the impact that unwanted turnover can have on service delivery. Periodic employee surveys can help agency managers to evaluate which benefits are most valued by employees and to assess whether employees from different age/generational groups feel that specific benefits are more important than others.

Conclusion

How do the state agencies compare to the private sector around the country in terms of their assessment of the aging workforce, their awareness of late-career workers, and their actions in response to today’s multi-generational workforce? State agencies excel in their awareness and assessment, but lag slightly behind the private sector in action. We used responses to twenty-seven questions from the survey to compute scores for awareness, assessment, and action. The scores of state public agencies are higher than those of private sector workplaces in assessment, indicating that state agencies are more aware of their workforce demographics. State agencies also exceeded the private sector in their awareness of the potential benefits of older workers. However, they were behind in the action dimension, indicating that they had adopted fewer benefits that would prove helpful in recruiting, engaging, and retaining employees across the life course.

Data used in this report

American Community Survey [ACS]: Public Use Microdata Sample, 2004.
Current Population Survey [CPS], January 2006-June 2007 and October 2008.
States as Employers-of-Choice Survey, December 2008.
United States Census: Public Use Microdata Sample, 2000-2005.
National Study of Business Strategy and Workforce Development, 2000. ■

LEAN Network in New Hampshire State Government

Starting in the spring of 2009, the Bureau of Education and Training began providing LEAN process improvement training for a number of State agencies. The same Lean methodology that is credited with Toyota's success is now being applied to government with excellent results. BET engaged a practitioner, Sam McKeeman from the State of Maine to provide the training, in order to create internal capacity for the State of NH. The following represents a chronological overview of our progress.

March 2009

Department of Environmental Services

- Administrative Order Preparation—A process is being put into place to eventually decrease the issuance of Administrative Orders from approx. 114 days to 10-14 days.
- More Accurate Admin. Completeness Reviews—The need for a second wetland permit administrative completeness [AC] letter was eliminated for 17 of 72 applicants [24%], while only slightly increasing the time-frame for the AC review.
- Automated Labels—DoIT automated a previously manual label printing process, saving approximately 25 hours of staff time each year.
- Department of Environmental Services Lean Team—A DES Lean Team has been created to work on

additional opportunities. Upcoming efforts will focus on expanding team representation to other DES Division.

June 2009

Department of Health & Human Services [DHHS]

- Long-term care eligibility determination has been improved. Ongoing work on enhancing the intake documents is believed to create an improvement that will make the process more accurate and more efficient.
- Time sheets are being reduced from four separate processes to one.
- A team has been created to work on these processes and others.
- Several employees of DHHS have now facilitated a process improvement initiative.
- DHHS is utilizing an online collaboration tool, Estudio, and is dedicating space to LEAN lab, and has named a LEAN Coordinator. Resources are being shared with Lean coordinators at Maine DHHS.

September & October 2009

Department of Administrative Services [DAS]

- The contracting process for Public Works will be reduced from 9 months to approximately 6 weeks without loss of quality or control.

Legislative

- A group of NH House & Senate members reviewed the Joint Legislative Committee Administrative Rules process. It has been reduced on paper from 12-18 months to as little as 6 months. Certain recommendations will require legislative changes; others can take place administratively.

Department of Safety [DOS]

- The purchasing processes for Homeland Security will be improved to enable the process to happen twice as fast as it currently does.

October 2009

BET organized the first meeting of the NH LEAN Network. The purpose is to help those who have completed the training to help each other in the future. Some highlights include:

- A forum to share experiences and skills;
- The creation of a common language and common templates;
- A NH LEAN manual is being created by BET staff;
- The creation of a state-wide web presence to post success stories and to provide ongoing training opportunities. ■

Upcoming LEAN Training and Events

November 2009

- DOT Lean Training. Approximately 30 participants are working on three processes: hiring, purchasing, and permits for oversize/overweight vehicles.
- The Legislative group on JLCAR expanded to include state agency rule writers.

December 2009

- Lean Facilitator training by BET: December 7 & 14, 9am. To noon.
- Second meeting of the NH Lean Network: December 14—Brown bag lunch—immediately following the facilitator training, 12:15-1:30, place TBA.

January 2010

- A three day Lean program will be offered by BET on January 4, 5, and

19. Participants are required to select a process to work on and register with a work group that is prepared to examine that process.

Questions about upcoming events should be directed to Dennis Martino at 271-2793 or dennis.martino@nh.gov or Kate McGovern at 271-1429 or mary.mcgovern@nh.gov. ■



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Happy Thanksgiving!



Holidays for Calendar Year 2010

New Year's Day	Friday	January 1, 2010
Martin Luther King Jr./Civil Rights Day	Monday	January 18, 2010
President's Day	Monday	February 15, 2010
Memorial Day	Monday	May 31, 2010
Fourth of July*	Monday	July 5, 2010
Labor Day	Monday	September 6, 2010
Veterans' Day	Thursday	November 11, 2010
Thanksgiving Day	Thursday	November 25, 2010
Day after Thanksgiving	Friday	November 26, 2010
Christmas Day*	Friday	December 24, 2010

Although the following days are listed in RSA 288:1 as State holidays, they are **NOT paid holidays** for State employees under the terms of the **Collective Bargaining Agreement** between the State and the SEA. State Offices will remain open on:

Columbus Day [2nd Monday in October – October 11, 2010]
Election Day [the day on which the biennial election is held]

*Whereas Fourth of July, the calendar holiday, falls on a Sunday, State Offices will be closed Monday, July 5, 2010 and whereas Christmas Day, the calendar holiday, falls on Saturday, State Offices will be closed Friday, December 24, 2010. Please see Article 9.3.1 of the Collective Bargaining Agreement for the specific details.